



Workforce Planning Task Force approves five-year vision and goals

"If you don't know where you're going, chances are you're not gonna get there"

– attributed to Yogi Berra, who also claims he didn't say half the things he said

Yogi Berra's convoluted logic makes us reflect on things we might otherwise dismiss as being too obvious. Success, Yogi points out, depends on knowing precisely where the organization and its members are going.

The State Workforce Planning Task Force shared that perspective when it recently defined the vision, goals, and objectives for Montana's human resource management system. The task force took a strategic approach, unanimously approving the vision, goals, and objectives that state, in part:

Recognizing our workforce as a primary investment, Montana state government will accomplish a cultural change in managing people. In five years, Montana state government will be an employer of choice for all because:

1. *We align our human resource practices (recruitment, selection, development, and retention) with our mission ...*
... (d) We've developed and implemented a statewide performance management system ... [and] established individual performance objectives linked to agency goals ...
3. *We communicate efficiently and effectively with our workforce, citizens, and policy makers to ensure our goals are mission-driven, realistic, and tied to measurable objectives...*

You can find the entire document at

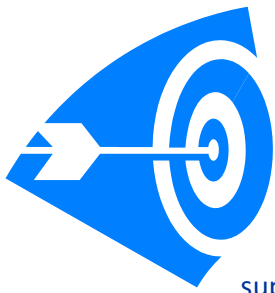
<http://hr.mt.gov/hrpp/docs/StateWorkforcePlanningTaskForce/2010stateworkforceplanningforce.mcp.x>.

Mission, vision, goals, and objectives tell everyone what an organization seeks to accomplish. However, these alone won't cut it. Employees

In this issue ...

<i>Task Force approves five-year vision and goals</i>	<i>1</i>
<i>Political activity</i>	<i>2</i>
<i>Excess annual leave</i>	<i>3</i>
<i>Upcoming events</i>	<i>3</i>

must be directly engaged in the mission and committed to the goals and objectives. This means tying employees' performance measures directly to the mission and goals.



Research shows that good employees are more likely to stay when they clearly understand these expectations. For example, a 2006 Watson-Wyatt Work study showed companies whose employees understand the mission and goals enjoy a 29% greater return than other firms. In government as well, an organization's mission and strategic objectives should be the starting point for lower-level plans and measures, which then provide the basis for creating plans and objectives that support overarching organizational goals.

Concrete goals flow right down to individual employees. In a typical state agency, goals should flow directly from the department to the divisions, bureaus, and work units. Employees' goals flow from their work unit's goals and provide the measures for their performance.

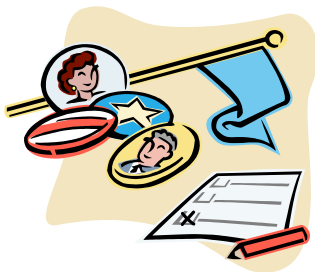
The employees' goals must include specific measures for successfully completing the goals and timelines for accomplishing all or part of each goal. That way, each employee will be able to see the connection between their individual goals and the success of the entire agency.

In the upcoming months, the task force will approve a strategic workforce development plan. Among other things, the plan will identify best practices for mission-driven performance management to help agencies develop their performance management systems. Some state agencies, division and work units have already implemented these systems, and more are developing them now.

The State Human Resources Division offers comprehensive workshops on strategic planning, work planning, and performance management. Check <http://pdc.mt.gov> or call us to arrange "in-house training."

Political activity and state employees

The political campaign season has arrived. Now is a good time to review the do's and don'ts of political activity with state employees.



Workplace activities: Montana law addresses public officers' and employees' involvement in political activities as it relates to working in state government. Everyone has the right to take part in campaigns and elections; however, public officers and employees must keep their political activities separate from their official duties. Public officers and employees need to use personal time for campaign activities. They may not use public time, facilities, equipment, supplies, personnel, or funds to do so.

You can find detailed information on state and federal requirements concerning political activity in the workplace in the “Manager Fact Sheet: Political Activity of Public Officers and Employees.” It’s at this website: <http://hr.mt.gov/content/hrpp/docs/Guides/PoliticalActivityFactSheet>.

Solicitation: Candidates or campaign workers who want to distribute campaign materials in the capitol complex must contact the General Services Division to get a solicitation permit. The permit restricts campaign activities to entryways, cafeterias or other break areas, and areas outside buildings.

Take a little time off

State employees who have excess leave on the books must use up the leave before the end of December. Employees stand to lose any excess annual leave not used. Talk to your human resource office if you need help managing employees’ leave. Meanwhile, encourage your employees to go hunting, take that cruise, or just relax.



Upcoming Events

Managing Montana Conference

October 6 and 7

Red Lion Colonial Hotel, Helena

The first ever Managing Montana conference will focus on effective supervision and management. The interactive conference will open and close with a live mock arbitration. Sandwiched in between, you will have the opportunity to learn from the experts. The action-packed agenda promises excellent opportunities to gain the tips, tools, and take-aways today’s supervisors and



managers have been asking for. You can view the agenda and register on our web site at

<http://hr.mt.gov/hrpp/programsadministered.mcp>. Early bird registration has been extended through September 17. Discounts are available for multiple attendees from the same agency.

The Governor’s Awards for Excellence in Performance

September 20, 2 p.m.

Great Northern Best Western, Helena

Each year, the Governor’s Award program honors outstanding state employees and teams. This ceremony will honor 29 individuals and 29 teams who, through exceptional achievements and

innovative ideas, improved the quality and productivity of state government programs, saved the state money, or demonstrated significant leadership.

Annual Change for Employee Health Benefits

Begins September 22

Ends October 27

The 2011 Annual Change Period will be paperless! Active employees will elect their 2011 benefits through SABHRS Self Service; you won't receive Individual Benefits Statements on paper. Agencies with employees lacking access to SABHRS Self-Service features can set up these employees with a special account created by Information Technology Services Division. Procedures for setting up the account are available on Health Care and Benefits Division's website (benefits.mt.gov/annualchange.mcp). Employees will see benefit changes for the 2011 plan in the Annual Change Booklet, coming out the week of September 20.

State Employees Charitable Giving Campaign

Begins September 27

Ends November 5

The annual State Employees' Charitable Giving Campaign is the only state-sponsored, charitable fundraising campaign conducted by and among state employees at the worksite. The 2010 campaign will enable you to choose from over 400 non-profit organizations and designate your charitable donations for 2011. Last year, when donations nationwide were declining, Montana state employees gave a record \$532,000 to help more than 430 organizations provide services and programs to benefit people statewide. More than 90% of the dollars given go directly to benefit the local, state, and national organizations. The SECGC program overhead, under 10%, remains one of the lowest in the nation.



To kick-off this year's campaign, there is a Non-profit Fair scheduled for Monday, September 27th. It's from 10 a.m. to 4 p.m. in the Capitol Rotunda. More than 75 non-profits will be displaying and giving away treats and information. Free hotdogs, pop and chips and a raffle for a flat screen TV are part of the fun.

Alternative formats ...

The State Human Resources Division will make reasonable accommodations to provide an alternative accessible format of this newsletter. If you need an alternative format, please contact the Division at 406-444-3871 or TDD 406- 444-1421.